City Council's

Adopted Budget

Hartford Public Library
Section

MISSION STATEMENT	The mission is to promote and support literacy and learning, to provide free and open access to information and ideas, and to help people participate in our democratic society.

SIGNIFICANT FEATURES

The 2005-2006 Recommended Budget is $6,374,473. This reflects an increase of $1,718,803 from the 2004-2005 Adopted Budget. The net increase is the result of the change to include of the Library employees' fringe benefit costs in the Recommended Budget, plus contractual increases to salary accounts.

GENERAL FUND BUDGET SUMMARY

Division/Program		FY 03 - 04 Actual	FY 04 - 05 Adopted	FY 04 - 05 Revised	FY 05 - 06 Adopted	FY 06 - 07 Forecast
721	Central Library	0	5,015,670	5,015,670	0	0
7210001	Hartford Public Library	0	0	0	5,250,260	5,355,265
7210001	Hartford Public Library - Fringe Benefits	0	0	0	1,124,213	1,236,634
	General Fund Total	0	5,015,670	5,015,670	6,374,473	6,591,899
	Other Funds Total	6,693,000	6,543,000	6,543,000	7,931,000	6,592,000

BUDGET HIGHLIGHTS

Fiscal Year 2004-2005

Library as a Community Place: Neighborhood libraries are an asset and source of pride throughout the City.

Reader Service: The Library's collection of books, videos and CDs is strong and represents the premier collection of materials in Metro Hartford.

Information and Reference: Over 18,118,700 hits on Library managed Web sites: Hartford.gov, hplct.org and HartfordInfo.org.

Family Literacy/Early Literacy: Quality education begins at home and in the library. Libraries are the center for learning for families.

School Success: Homework assistance is the bedrock of out-of-school time (OST) program; students have designated time and space, a snack, and support from librarians in completing their homework.

Adult Learner Services: The Library is the opportunity place. The Library offers classes to help people acquire basic skills for jobs, family, community life and achieving self-reliance.

Community Information: Neighborhood organizations are supported with information and expertise.

Fiscal Year 2005-2006

<u>Library as a Community Place:</u> The new Central Library, opening this year, will be a vital Main Street attraction.

<u>Reader Services:</u> An expanded world languages collection will celebrate the opening of the Central Library.

<u>Information and Reference:</u> Staff expertise and strong resources including sophisticated electronic resources broaden the Library's ability to respond to the constituents' needs.

<u>Family Literacy/Early Literacy:</u> *Every Child Ready to Read @ your library*, partnerships with the City's Early Learning Centers and other family centers reach deeply into the community.

<u>School Success:</u> The library targets 60 percent of students participating in OST programs will improve school attendance, homework quality and grades.

<u>Adult Learner Services:</u> Adult Learner Services are the core of economic development.

<u>Community Information:</u> HartfordInfo, the community information database, will support the development of HartLine, a neighborhood indicator project to measure the changing of the conditions of the city and its neighborhoods, monitoring results and measuring progress for important City initiatives, including the Mayor's strategic objectives.

Program: The Library as a Community Place

Goal: The goal of the Library as a Community Place Program is to deliver safe, hospitable community centers—free and welcoming—to residents and new arrivals throughout the city, and contribute to the quality of life in Hartford.

| Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% of users who say libraries are safe, adequate and well maintained	65%	95%	95%	95%
% of users who say the hours/days open are satisfactory	n/a	85%	10%	85%
% of users who say the library contributes to the quality of life	n/a	85%	85%	85%
Output				
# of visits	601,670	624,960	650,000	750,000

Program: Reader Services

Goal: The goal of the Reader Services Program is to support free-choice learning, providing books, music and films that educate, enrich, inspire and support Hartford as the number one City for culture.

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Output				
# of registered users	64,145	80,995	80,000	80,000
# of items borrowed	409,065	409,990	410,000	430,500
# of people attending art and cultural programs	4,715	4,380	4,800	5,040

Program: Information and Reference Services

Goal: The goal of the Information and Reference Services Program is to meet constituents' specific information needs by providing comprehensive access to information, acquiring appropriate resources, developing primary content, and ensuring expert assistance.

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Output				
# of questions answered	413,870	336,440	350,000	367,500
# of hits on WEB pages	5,584,510	15,098,900	15,098,900	18,118,680

Number of "Hits" on All Web Pages
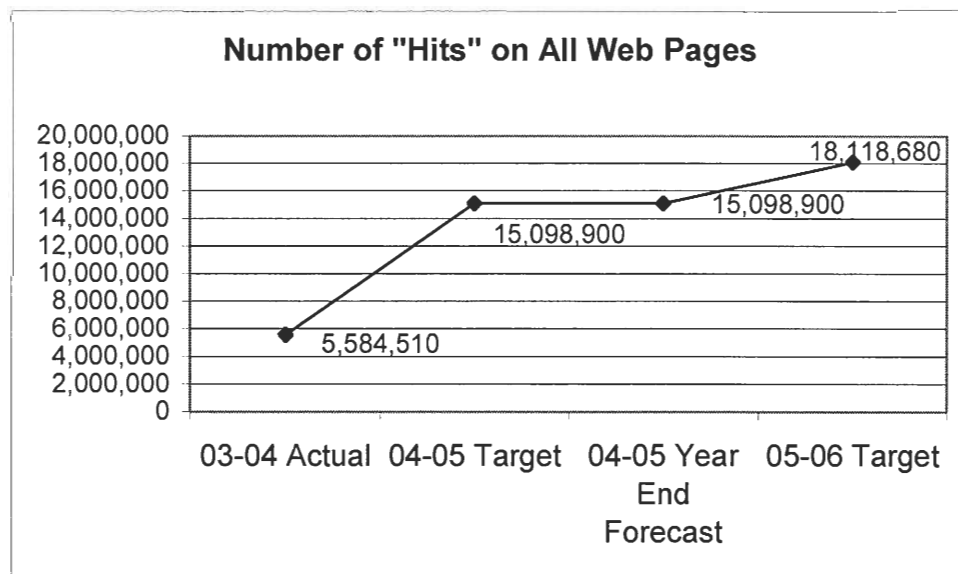
Program: Family Literacy\Early Literacy

Goal: The goal of the Family Literacy Program is to help children acquire age-appropriate literacy skills, and help parents and other caregivers expand their own skills in support of their children's language development.

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% of literacy program participants who sustain literacy skill-building activities in family life and/or work with children and families	75%	75%	75%	75%
% of children attending programs who are ready for kindergarten at age 5	n/a	75%	75%	75%
Output				
# of children participating in literacy programs	10,360	10,875	10,875	10,875
# of parents participating in literacy programs	685	620	620	620
# of people in child-care agencies participating in literacy programs	1,330	1,195	1,195	1,195
# of registrations for children 5 and under	8,975	9,200	9,200	9,200
# of items borrowed	37,705	37,700	37,700	37,700
# of items used in-house	n/a	9,425	9,425	9,425

Program: School Success

Goal: The goal of the School Success Program is to help youth stay in school, build reading and writing skills, increase academic achievement, go on to higher education, and have options for the future.

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% of students assisted who rate library services as "necessary to complete homework"	n/a	50%	50%	50%
% of students who state that library assistance improves quality of homework	n/a	50%	50%	50%
% of students in OST program to improve school attendance, homework quality and grades	n/a	60%	60%	60%
Output				
# of times students received homework assistance	55,835	80,000	82,000	82,000
# of times youth attended out-of-school time (OST) programs	31,680	31,500	31,500	31,500
# of registrations for school age youth	29,625	29,000	26,700	29,000
# of items borrowed by school aged youth	113,120	113,000	113,000	113,000
# of items used in-house by school aged youth	n/a	28,250	28,250	28,250
# of times youth received reading guidance	74,130	83,410	83,410	83,400
# of times youth use public access computers	n/a	80,340	80,340	80,340

Program: Adult Learner

Goal: The goal of the Adult Learner Program is to help people acquire basic skills for jobs, family, and community life including: business, financial, homeownership and citizenship workshops, ESOL classes, and Internet and computer use training.
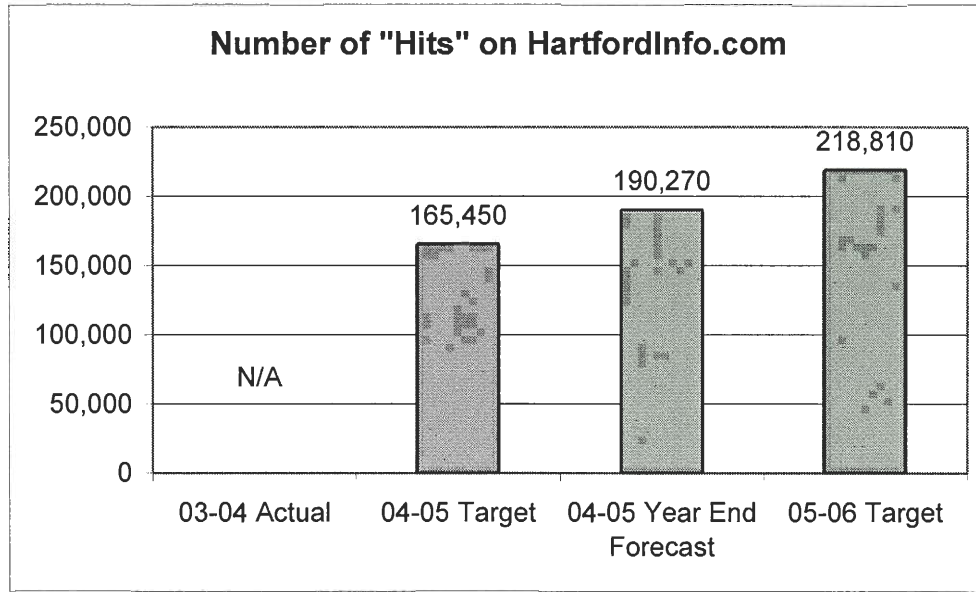
Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% demonstrating increased knowledge	75%	80%	80%	80%
% who say the program met their expectations	90%	90%	90%	90%
% who say the library program helped them accomplish their goals	n/a	n/a	n/a	n/a
Output				
# attending classes and educational programs	9,155	8,515	8,515	8,515
# of people using public access computers	41,300	172,225	172,225	172,225

Program: Community Information

Goal: The goal of the Community Information Program is to provide a gateway to information about issues important to people who live and work in Hartford and facilitate the interpretation and use of information, particularly for community-building and policy development.

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Output				
# of community meetings with library representation	400	415	415	415
# of people reached at neighborhood meetings	8,000	8,280	8,280	8,280
# attending community issues & policy programs	n/a	490	490	750
# of hits on hartfordinfo.com	n/a	165,450	190,270	218,810

Number of "Hits" on HartfordInfo.com

Category	Value
03-04 Actual	N/A
04-05 Target	165,450
04-05 Year End Forecast	190,270
05-06 Target	218,810

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006								
City-Wide Goal			LIBRARY					
	City-Wide Strategies							
		Department Objectives	**Activity**	**Actions**	**05 Timeline 06**			
					1Q	**2Q**	**3Q**	**4Q**
				3 - Support reading mastery through homework assistance and enrichment programs targeting 4-8 students.	X	X	X	X
				4 - Promote and provide regular book discussions at all sites.			X	X
	2.6 Implement a Workforce Development Initiative							
		2.6.1 Provide ESOL, basic literacy, and basic numeracy instruction for adult learners	Adult Learner Services	1 - Teach English to speakers of other languages.	X	X	X	X
				2 - Offer computer-assisted learning for basic literacy, basic numeracy.			X	X
		2.6.2 Provide basic technology training for PC applications for career building & job search purposes	Adult Learner Services	1 - Teach PC applications software and Web.	X	X	X	X
				2 - Coach PC applications software and Web.	X	X	X	X
				3 - Provide access to technology.	X	X	X	X
	3.0 Stimulate Economic Development							
	3.1 Develop a diverse workforce							
		3.1.1 Help immigrants & recent arrivals learn about citizenship & navigating US & local systems, helping them find a place in the local economy	Information/Reference Services	1 - Inform people about civil rights and immigration policies.	X	X	X	X
				2 -Teach life skills (housing, school system, taxes, banking)	X	X	X	X

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

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City of Hartford: City Matrix 2005-2006								
City-Wide Goal			**LIBRARY**					
City-Wide Strategies								
Department Objectives		Activity	Actions	**05 Timeline 06**				
				1Q	2Q	3Q	4Q	
1.0 Improve Public Safety								
1.4 Build more responsive connections between the Police and residents								
1.4.1	Library staff participate in NRZs and other community groups, assist with information & research to solve problems -- including community safety	Community Information	1 - Staff identify community issues and concerns.	X	X	X	X	
			2 - Staff connect people with problem solving research and information.	X	X	X	X	
1.7 Improve building safety								
1.7.1	Maintain neighborhood branches as safe havens used by community members	Community Place	1 - Libraries are open useful and appropriate hours, 7 days a week.				X	
			2 - Staff are trained and staffing levels are adequate.	X	X	X	X	
			3 - Clean and maintain each site daily.	X	X	X	X	
1.7.2	Model safe buildings program in partnership with other agencies	Community Place	1 - Develop safe buildings strategy.			X	X	
			2 -Train staff to provide and maintain the library as a safe place for youth.				X	
2.0 Provide Quality Education for Workforce Development								
2.1 Foster a culture of academic excellence								
2.1.1	Provide homework center for youth. Designate space, time and staff expertise to homework	School Success	1 -Develop and maintain strong resource base for learning.		X	X	X	
			2 - Recruit youth to homework centers.		X	X	X	
			3 - Develop and implement methods to measure success.		X	X	X	

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006							
City-Wide Goal		**LIBRARY**					
City-Wide Strategies							
Department Objectives		**Activity**	**Actions**	**05 Timeline 06**			
				1Q	**2Q**	**3Q**	**4Q**
2.1.2	Provide educational enrichment to K-12 youth in out of school hours	School Success	1 -Develop and maintain strong resource base for enrichment.	X	X	X	X
			2 - Provided focused and sustained programs.	X	X	X	X
			3 - Measure and report on success.	X	X	X	X
2.2	**Achieve best teaching practices**						
2.2.1	Provide curriculum related instruction including Pre-K to school classes	School Success	1 - Support grade level curriculum with library resources.	X	X	X	X
			2 - Develop relationships with targeted schools and classrooms.		X	X	X
			3 - Identify and dedicate resources needed to engage classrooms in library-based program.		X	X	X
			4 - Implement and evaluate program.			X	X
2.3	**Increase higher education acceptance**						
2.3.1	Continue grant funded programs to raise students achievement (e.g., COLT U.S. Dept. of Education & Moylan/21st Century Learning Center)	School Success	1 - Identify and secure additional sources of funding for programs targeting student achievement.		X		
			2 - Expand 21st Century Program to additional school/sites.	X			
			3 - Partner with other cultural organizations for "best practice" programs.			X	X
2.3.2	Serve as a pathfinder for college info & help parents of college bound students fill out financial aid forms	School Success	1 - Develop collection and staff capacity to assist students and parents.	X	X	X	X

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City of Hartford: City Matrix 2005-2006							
City-Wide Goal			**LIBRARY**				
City-Wide Strategies							
Department Objectives		Activity	Actions	**05 Timeline 06**			
				1Q	2Q	3Q	4Q
			2 - Implement programs to increase awareness of higher education and financial aid.		X	X	X
			3 - Offer second set of FAFSA programs/individual assistance.		X	X	
2.4	Through renovations and improvements, provide schools that are clean, safe and equipped for the educational needs of the Twenty-First Century						
	2.4.1	Share sites with BOE (e.g., SAND/Ropkins, Parkville)	Community Place	1 - Create opportunities to partner with HPS to effectively share space and library services.	X	X	X	X
2.5	Implement Passport to Success Initiative						
	2.5.1	Engage parents, caregivers, and day care providers in early childhood development focused on reading readiness	Family Literacy/Early Literacy	1 - Identify partners and leverage resources to achieve better results.	X	X	X	X
			2 - Design and implement "best practice" based programs.		X	X	X	X
			3 - Measure and report on success.		X	X	X	X
	2.5.2	Focus on reading readiness (preschool); reading attainment (K-3); reading mastery (middle grades)	Family Literacy/Early Literacy	1 - Continue to provide, develop and evaluate both early literacy workshops for parents and providers, and skill based story times for preschool children.	X	X	X	X
			2 - Support reading attainment through homework assistance and enrichment programs targeting K-3 students.		X	X	X	X

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006								
City-Wide Goal			**LIBRARY**					
City-Wide Strategies								
Department Objectives			Activity	Actions	**05 Timeline 06**			
					1Q	2Q	3Q	4Q
3.3		**Plan, with neighborhood involvement, and stimulate community/neighborhood economic development**						
	3.3.1	Assist community organizations (e.g., NRZs) with info & research for strategic planning, solving problems, finding & using opportunities	Adult Learner Services	1 - Identify needs by attending neighborhood meeting and talking with people in the neighborhoods.	X	X	X	X
				2 - Do research, provide information to address needs.	X	X	X	X
	3.3.2	Provide electronic access to neighborhood, community, and civic information	Community Information	1 - Provide reliable technology at all library sites.	X	X	X	X
				2 - Market 24/7 remote access to HartfordInfo and other databases.			X	X
	3.3.3	Participate in neighborhood & community meetings to determine & respond to community information needs	Community Information	1 - Staff attend community meetings, respond to community info needs.	X	X	X	X
	3.3.4	Build on-line information sources and databases (e.g. HartfordInfo) for community problem solving and civic uses	Community Information	1 - Build and develop HartfordInfo.org content.	X	X	X	X
				2 - Help policymakers/public to use database.	X	X	X	X
				3 - Initiate neighborhood indicators project.		X		
	3.3.5	Participate in partnerships with city government and neighborhood organizations	Community Information	1 - Develop a partnership registry.	X			
				2 - Track economic development efforts.	X	X	X	X

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ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006							
City-Wide Goal		**LIBRARY**					
City-Wide Strategies							
Department Objectives		**Activity**	**Actions**	**05 Timeline 06**			
				1Q	**2Q**	**3Q**	**4Q**
3.4	**Identify and develop a mix of funding sources**						
3.4.1	Actively seek grant funds and corporate sponsorship	Ensure Financial Resources	1 - Staff receive grantsmanship training.			X	X
			2 - Staff participate in developing grant applications.	X	X	X	X
			3 - Cultivate and maintain corporate and foundation relationships.	X	X	X	X
3.5	**Effectively market and promote the City**						
3.5.1	Provide cultural & literacy programs as a Metro region attraction	Reader Services	1 - Secure regional participation in "One Book" to promote reading and literacy.		X	X	X
			2 - Act as a catalyst and a source of ideas for Connecticut's book community - writers, illustrators, publishers, and vendors.	X	X	X	X
3.5.2	Provide cultural programs celebrating City's vibrant and diverse ethnic communities, including bilingual programs	Reader Services	1 - Connect people to writers and performing artists.	X	X	X	X
			2 - Offer workshops on writing poetry, memoir and fiction.	X	X	X	X
			3 - Provide cultural forums on literature and language as well as the performing arts.	X	X	X	X

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ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006							
City-Wide Goal			**LIBRARY**				
City-Wide Strategies							
Department Objectives		Activity	Actions	**05 Timeline 06**			
				1Q	**2Q**	**3Q**	**4Q**
			4 - Enhance people's experience of the arts with collections, programs, publications.	X	X	X	X
3.5.3	Develop neighborhood libraries as cultural attractions for Metro region (e.g., Puerto Rican Culture Center in Frog Hollow)	Reader Services	1 - Create Spanish language and Puerto Rican Collection of books, music, film and graphics for the Frog Hollow Neighborhood Library.	X	X	X	X
			2 - Create contemporary African-American Collection of books, music, film and graphics for the Upper Albany Neighborhood Library.	X	X	X	X
			3 - Create a West Indies Collection of books, music, film and graphics for the Blue Hills Neighborhood Library.				X
			4 - Create a Brazilian Collection of books, music, file and graphics for the Parkville Neighborhood Library.	X	X	X	X
			5 - Create a World of Words (International languages) Collection for the Central Library.	X	X	X	X
3.5.4	Develop collections & special materials relevant to Hartford's major ethnic cultures as a regional source of such materials	Reader Services	1 - Connect readers with culturally focused literature, humanities and the arts.	X	X	X	X

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006									
City-Wide Goal			LIBRARY						
	City-Wide Strategies								
		Department Objectives	**Activity**	**Actions**	**05 Timeline 06**				
					1Q	2Q	3Q	4Q	
				2 - Provide opportunities for people to become informed and knowledgeable in specific cultures and ethnic history.	X	X	X	X	
				3 - Provide on-line resources to connect people with international languages, histories and cultures.	X	X	X	X	
	3.6	Recruit and retain businesses in the City							
		3.6.1 Serve as a center for business planning and a resource for entrepreneurs	Information/Reference Services	1 - Teach small business management and entrepreneurship.	X	X	X	X	
				2 - Provide free information and technology resources.	X	X	X	X	
4.0	Improve Quality Management of Processes/Resources								
		4.0.1 Develop web-based information resources for e-government	Information/Reference Services	1 - Develop and maintain City of Hartford website.	X	X	X	X	
	4.1	Establish and maintain a system of process improvement							
		4.1.1 Implement balanced scorecard-based managing for results (MFR) planning and practice across the Library organization	Build Staff Capacity	1 - Cascade the strategy map though the organization.			X		
				2 - Coach staff to understand how their individual work contributes to the end result.	X	X	X	X	
		4.1.2 Build staff capacity to interpret data and use data to make decisions	Build Staff Capacity	1 - Managers share data with staff to improve services and programs.	X	X	X	X	

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006									
City-Wide Goal				**LIBRARY**					
City-Wide Strategies									
	Department Objectives		**Activity**	**Actions**		**05 Timeline 06**			
						1Q	**2Q**	**3Q**	**4Q**
				2 - Managers use data to justify resource allocation.		X	X	X	X
	4.1.3	Ensure IT system, support, and staff working knowledge are adequate for -- and stay ahead of-- user demand	Build Staff Capacity	1 - Provide reliable technology and staff support.		X	X	X	X
				2 - Implement technical competency.				X	
				3 - Address issues and respond to concerns daily, weekly.		X	X	X	X
4.2	Establish a process documentation system and make technical improvements to improve performance								
	4.2.1	Document definitions of strategic performance measures and data sets		1 - Adopt appropriate standards from professional literature.			X		
				2 - Establish need for specific data sets.		X			
4.3	Establish and maintain a system of accountability		.					.	
	4.3.1	Align staff performance objectives with strategic objectives	Build Staff Capacity	1 - Strategic objectives are routinely reviewed by staff.		X	X	X	X
				2 - Strategic objectives are linked to staff performance objectives.		X	X	X	X
4.4	Train people in quality skills								
	4.4.1	Enable and encourage all staff to be a ready source of customer information on programs and services	Build Staff Capacity	1 - Staff are trained to direct people to programs and services.				X	X
				2 - Access to needed information is easily available.		X	X	X	X

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006							
City-Wide Goal			**LIBRARY**				
City-Wide Strategies							
Department Objectives		**Activity**	**Actions**	**05 Timeline 06**			
				1Q	**2Q**	**3Q**	**4Q**
			3 - Staff receive immediate feedback/recognition for responsiveness.			X	X
4.4.2	Train and coach staff to provide effective information assistance	Build Staff Capacity	1 - Staff coaching is continuous and on-going.	X	X	X	X
			2 - Model effective reference assistance behaviors at all times.			X	X
			3 - Staff are trained and master basic reference knowledge.	X	X	X	X
			4 - Professional development opportunities and on-going training is broadly available.	X	X	X	X
4.5 Manage our human resources							
4.5.1	Develop staff ability to work with a range of customers -- including immigrants & Spanish speakers -- and demonstrate cultural competency	Build Staff Capacity	1 - Provide cultural diversity training.	X	X	X	X
			2 - Model cultural competency.				X
			3 - Connect customers with staff who have the needed language skills/competencies.			X	X
			4 - Identify and reward cultural competency.			X	X
4.5.2	Provide continuous training of all staff in existing/emerging hardware and software	Build Staff Capacity	1 - Identify needs, target training to need.		X		
			2 - Keep staff moving up the technology competency ladder.			X	X
			3 - Provide opportunities for professional development.	X	X	X	X
5.0 Establish Legal and Policy Mandate Baselines							

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006							
City-Wide Goal			**LIBRARY**				
City-Wide Strategies							
Department Objectives		**Activity**	**Actions**	**05 Timeline 06**			
				1Q	**2Q**	**3Q**	**4Q**
5.2	Establish a process for mandate review and challenge						
5.2.1	Report on outcomes and results for voter registration	Performance Measurement	1 - Partner with Democracy Works/ League of Women Voters.	X	X	X	X
			2 - Train staff to reach out and encourage registration.		X	X	X
			3 - Track activity.		X	X	X
			4 - Work with Registrar of Voters to measure and report on results.	X	X	X	X
6.0	Improve City Health and Cleanliness						
6.2	Develop the capacity to enhance current health related resources and identify and obtain new ones						
6.2.1	Consumer & public health information is included in web-based government & community resources (City web site & HartfordInfo)	Information/Reference Services	1 - Provide free consumer and public health information (print and electronic).	X	X	X	X
			2 - Train staff to help people locate and use information.	X	X	X	X
			3 - Measure use and report results.	X	X	X	X
6.3	Promote civic pride						
6.3.1	Contribute to city's status as #1 in Arts & Culture	Reader Services	1 - Provide a comprehensive and timely collection of books and media.	X	X	X	X
			2 - Work with cultural partners to leverage resources.	X	X	X	X
			3 - Cross promote performances and events.	X	X	X	X
6.3.2	Promote the Central Library as a metro attraction	Marketing	1 - Develop a marketing plan.				X

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City of Hartford: City Matrix 2005-2006								
City-Wide Goal			**LIBRARY**					
	City-Wide Strategies							
	Department Objectives		**Activity**	**Actions**	**05 Timeline 06**			
					1Q	**2Q**	**3Q**	**4Q**
				2 - Connect with the metro audience.				X
				3 - Measure metro use and report results.				X
	6.3.3	Rebuild the library's neighborhood branch system	Community Place	1 - Implement recommendations of the Branch facility study.	X	X	X	X
				2 - Obtain adequate capital funds and other income to support construction/renovation for neighborhood branches.	X	X	X	X
6.4	Pursue coordinated, responsive enforcement of all housing, building, health and sanitation codes							
	6.4.1	Promote and support neighborhood standards	Community Place	1 - Promote quality of life ordinances at neighborhood meetings.		X	X	X
				2 - Post neighborhood standards throughout the library systems and the website.		X		
7.0	Stimulate Residential Development							
	7.1	Increase homeownership						
	7.1.1	Support home buying & homeownership, and provide bilingual information clearinghouse & workshops	Adult Learner Services	1 - Prepare people for homeownership (bilingual).	X	X	X	X
				2 - Expand print and audio/visual resources for homeownership (bilingual).	X	X	X	X
	7.2	Develop a plan and implement efforts to provide decent shelter to the homeless						
	7.2.1	Library is open and welcoming to people without homes	Community Place	1 - Provide training to help staff to work with this specific population.	X			
				2 - Provide appropriate programs and collections.			X	X

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City of Hartford: City Matrix 2005-2006								
City-Wide Goal			**LIBRARY**					
City-Wide Strategies								
Department Objectives			Activity	Actions	**05 Timeline 06**			
					1Q	**2Q**	**3Q**	**4Q**
				3 - Refer to appropriate services, agencies.	X	X	X	X
	7.2.2	Provide information to policy and decision makers	Information/Reference Services	1 - Identify information needs of decision makers.	X	X	X	X
				2 - Provide research and "best practice" information.	X	X	X	X